

2025 Community Health Implementation Strategy and Plan

Adopted November 2025






A member of CommonSpirit

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At-a-Glance Summary

Community Served 	<p>Mercy Medical Center Redding (MMCR) is located at the northern end of the Sacramento Valley and the rural foothills and open range areas surround the community to the north, west, and east. The interstate highway I-5 corridor transects the community from south to north and connects the urban parts of the service area. The community served by the hospital includes the following zip codes: 96001, 96002, 96003 (Redding), 96007 (Anderson), 96019 (Shasta Lake), 96022 (Cottonwood), 96073 (Palo Cedro), 96080 (Red Bluff), and 96088 (Shingletown).</p>
Significant Community Health Needs Being Addressed 	<p>The significant community health needs the hospital is helping to address and that form the basis of this document were identified in the hospital's most recent Community Health Needs Assessment (CHNA).</p> <p>Needs the hospitals intends to address with strategies and programs are:</p> <ul style="list-style-type: none">• Access to primary health care and dental health care• Access to behavioral health, including substance use disorder treatment• Affordable and supportive housing• Basic needs, specifically transportation and food insecurity• Community belonging and freedom from violence
Strategies and Programs to Address Needs 	<p>The hospital intends to take several actions and to dedicate resources to these needs, including:</p> <ul style="list-style-type: none">• Community Health Improvement Grants• Community Health Education• Health Professions Education• Human Trafficking/Violence Prevention• Medical Respite/Scattered Site Housing Support• Transportation Services

Planned resources and collaborators to help address these needs, as well as anticipated impacts of the strategies and programs, are described in the “Strategies and Program Activities by Health Need” section of the document.

This document is publicly available online at the hospital's website. Written comments on this strategy and plan can be submitted to the hospitals Community Health Office, 2175 Rosaline Ave., Redding, CA 96001, or by e-mail to alexis.ross@commonspirity.org.

Our Hospital and the Community Served

About the Hospital

Mercy Medical Center Redding is a member of CommonSpirit Health, one of the largest nonprofit health systems in the U.S., with more than 2,200 care sites in 24 states coast to coast, serving patients in big cities and small towns across America. The hospital is located at the tip of the Sacramento River Valley in Redding, California and serves as a regional referral center for far Northern California, offering comprehensive health care to nearly 300,000 residents from a six-county region. It is one of only two Level II trauma centers and the only Level III neonatal ICU north of Sacramento. MMCR is a 266-bed regional medical center providing inpatient and outpatient services supported by over 250 medical staff. In addition, the hospital's network of care includes Mercy Home Health and Hospice and Dignity Health Connected Living, which serve nearly 72,000 meals a year. MMCR offers the following specialized services, including:

- Family Birth Center,
- Thrombectomy-Capable Stroke Center,
- daVinci®, Mazor X, MAKO Robotic Surgery,
- Wound Healing and Hyperbaric Medicine Center, and
- Blue Distinction Centers for Knee and Hip Replacement and for Spine Surgery.

MMCR was also recognized in the Human Rights Campaign Foundation's 2022 Healthcare Equality Index for its equitable treatment and inclusion of LGBTQ+ patients, visitors and employees.

Our Mission

The hospital's dedication to assessing significant community health needs and helping to address them in conjunction with the community is in keeping with its mission. As CommonSpirit Health, we make the healing presence of God known in our world by improving the health of the people we serve, especially those who are vulnerable, while we advance social justice for all.

Financial Assistance for Medically Necessary Care

It is the policy of CommonSpirit Health to provide, without discrimination, emergency medical care and medically necessary care in CommonSpirit hospital facilities to all patients, without regard to a patient's financial ability to pay.

This hospital has a financial assistance policy that describes the assistance provided to patients for whom it would be a financial hardship to fully pay the expected out-of-pocket expenses for such care, and



who meet the eligibility criteria for such assistance. The financial assistance policy, a plain language summary and related materials are available in multiple languages on the hospital's website.

Description of the Community Served

The hospital serves approximately 205,000 individuals who reside in the northern end of the Sacramento Valley and the rural foothills and open range areas surrounding the community to the north, west and east. The interstate highway I-5 corridor transects the community from south to north and connects the urban parts of the service area. A summary description of the community is below, and additional details can be found in the CHNA report online.

The community served by the hospital includes the greater Redding area of Shasta County, along with multiple smaller incorporated communities such as Shasta Lake, Bella Vista, Palo Cedro, Centerville, Happy Valley, Anderson, and Cottonwood. The Hospital also serves the City of Red Bluff and Lake California in Tehama County. The defined community served by the hospital includes the incorporated communities already mentioned, and the entire geographic area of each of the following zip codes, as geographically depicted in Figure 1:

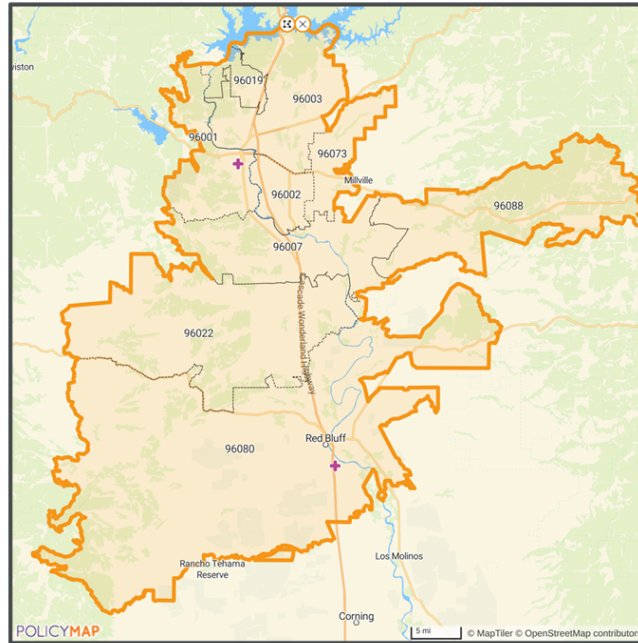
- 96001, 96002, 96003 (Redding)
- 96007 (Anderson)
- 96019 (Shasta Lake)
- 96022 (Cottonwood)
- 96073 (Palo Cedro)
- 96080 (Red Bluff)
- 96088 (Shingletown)

The hospital does not exclude any low-income or underserved populations and includes all members of the community. The communities served by the hospital align with the residence location (contiguous zip codes) for 80% of all inpatient discharges. The community is served by two additional acute care hospitals, Shasta Regional Medical Center, in Redding, and Dignity Health St. Elizabeth Community Hospital serves the Tehama County regions of the community. The community is also supported by the Shasta County Health and Human Services Agency, Public Health, and Tehama County Public Health.

Demographics within Mercy Medical Center Redding's service area as derived from the U.S. Census include:

- Total population: 205,453
- Median age (years): 40.7
- Percent Hispanic or Latino(a): 12.6%
- Percent White alone, not Hispanic or Latino(a): 75.3%
- Median household income range: \$71,746
- Percent of families living in poverty (below 100% federal poverty level): 8.1%
- Unemployment rate: 6.3%
- Percent with less than a high school diploma, 25 years and over: 8.3%
- Percent, age 5 and older who speak English less than "very well": 5.1%
- Percent without health insurance: 6.6%
- No. of Partnership HealthPlan of California Members (Medi-Cal administrator): 70,125

Figure 1 - Mercy Medical Center Redding Communities Served



Community Assessment and Significant Needs

The health issues that form the basis of the hospital's community health implementation strategy and plan were identified in the most recent CHNA report, which was adopted in June, 2025. The CHNA report includes:

- description of the community assessed consistent with the hospital's service area;
- description of the assessment process and methods;
- data, information and findings, including significant community health needs;
- community resources potentially available to help address identified needs; and
- impacts of actions taken by the hospital since the preceding CHNA.

Additional details about the needs assessment can be found in the CHNA report, which is publicly available on the hospital's website or upon request from the hospital, using the contact information in the At-a-Glance Summary.

Significant Health Needs

The CHNA identified the significant needs in the table below, which also indicates which needs the hospital intends to address. Identified needs may include specific health conditions, behaviors or health care services, and also health-related social and community needs that have an impact on health and well-being.

Significant Health Need	Description	Intend to Address?
Access to primary health care and dental health care	Access to healthcare, including primary, dental, and behavioral health, is a major community challenge, particularly as many areas like Anderson, Cottonwood, and Shasta Lake have been medically underserved for decades and now even Redding faces a health professional shortage. The region is experiencing a severe shortage of primary care physicians making it difficult for even those with private insurance or Medicare to find care. This crisis is reflected in stark health outcomes, as Shasta and Tehama Counties exhibit among the highest age-adjusted mortality rates in California for all causes and cancer-related deaths.	<input checked="" type="checkbox"/>
Access to behavioral health, including substance use disorder treatment	The community consistently identified behavioral health as a critical need, with both Shasta and Tehama counties designated as mental health HPSAs due to significant shortages. These counties also face a severe overdose crisis, ranking among the highest in California, with particularly high rates in Redding and Shasta Lake. Furthermore, a concerning number of community members in Shasta County report high Adverse Childhood Experience (ACE) scores, indicating widespread exposure to adverse childhood experiences which is associated with an increased risk of mental health conditions.	<input checked="" type="checkbox"/>
Affordable and supportive housing	Shasta County faces a severe housing crisis leaving many families cost-burdened or entirely without stable homes. This shortage is a pressing health concern, particularly affecting women and pregnant individuals. While the exact number of unhoused individuals in the county is debated, the critical need for permanent supportive housing, offering long-term homes and services, remains undisputed.	<input checked="" type="checkbox"/>
Basic needs – transportation and food insecurity	Shasta County faces significant challenges with food insecurity and transportation access, impacting overall well-being. Lack of reliable transportation hinders access to essential services like healthcare, education, and nutritious food, a concern frequently highlighted in community discussions. Notably, several areas within the community are designated as low-income and low-access to food, with experts	<input checked="" type="checkbox"/>

Significant Health Need	Description	Intend to Address?
	identifying youth food insecurity as a paramount health issue.	
Community belonging and freedom from violence	Civic engagement capacity and local, self-driven solutions are critical to addressing local needs. Community belonging and civic muscle refers to a community where an individual feels valued. A strong sense of belonging, where individuals feel valued and empowered to work together, fosters a thriving future and can play a crucial role in reducing community violence.	<input checked="" type="checkbox"/>

2025 Implementation Strategy and Plan

This section presents strategies and program activities the hospital intends to deliver, fund or collaborate with others to address significant community health needs over the next three years, including resources for and anticipated impacts of these activities.

Planned activities are consistent with current significant needs and the hospital's mission and capabilities. The hospital may amend the plan as circumstances warrant, such as changes in community needs or resources to address them.



Creating the Implementation Strategy

The hospital is dedicated to improving community health and delivering community benefit with the engagement of its staff, clinicians and board, and in collaboration with community partners. Hospital and health system participants include the Community Board which is composed of community members who provide stewardship and direction for the hospital as a community resource. These parties review community benefit plans and program updates prepared by the hospital's community health director and other staff. Additionally, the Community Health and Outreach staff engage a core internal team that may include clinical staff, care coordinators and social workers, members of the hospital leadership team, and Dignity Health leaders at the regional and local levels from Mission Integration, IT, Legal, Administration, and Finance. These core teams help shape initiatives, provide internal perspective on issues and help define appropriate processes, procedures and methodologies for measuring outcomes.

The programs and initiatives described in this report were selected on the basis of a comprehensive set of criteria, aiming for strategic and impactful community health improvement. These criteria include:

- Alignment with Mission: Ensuring the initiatives support the hospital's core purpose.
- Best Practices Research: Incorporating evidence-based approaches.
- Community Readiness: Considering the community's capacity and willingness to act on the issue.
- Equity Focus: Prioritizing needs that disproportionately affect vulnerable populations and contribute to health disparities.
- Leveraging Existing Strengths: Identifying issues where existing infrastructure (programs, systems, staff) and established relationships with community partners are already in place.
- Measurability: Selecting issues where there is a clear ability to have a measurable impact.
- Problem Assessment: Evaluating the magnitude and severity of the health issues.
- Resource Availability: Assessing the availability of both hospital and external community resources.
- Sustainability: Ensuring there is ongoing investment and commitment of resources (staff time and financial) for the chosen initiatives.

Furthermore, selection involves research on best practices, alignment with local, state, or national health priorities, and a strong emphasis on collaboration with community stakeholders. Where possible, initiatives are designed to employ upstream prevention models to address the social determinants of health, with a critical focus on building and strengthening relationships with community-based providers to ensure long-term success and sustainability.

Community Health Core Strategies

The hospital believes that program activities to help address significant community health needs should reflect a strategic use of resources. CommonSpirit Health has established three core strategies for community health improvement activities. These strategies help to ensure that program activities overall address strategic aims while meeting locally-identified needs.

- **Core Strategy 1:** Extend the care continuum by aligning and integrating clinical and community-based interventions.
- **Core Strategy 2:** Implement and sustain evidence-informed health improvement strategies and programs.
- **Core Strategy 3:** Strengthen community capacity to achieve equitable health and well-being.

Vital Conditions and the Well-Being Portfolio

Community health initiatives at CommonSpirit Health use the Vital Conditions framework and the Well-Being Portfolio¹ to help plan and communicate about strategies and programs.

¹ The Vital Conditions Framework and the Well-Being Portfolio were created by the Rippel Foundation, and are being used with permission. Visit <https://rippel.org/vital-conditions/> to learn more.

Investments of time, resources, expertise and collaboration to improve health and well-being can take different approaches. And usually, no single approach can fully improve or resolve a given need on its own.

One way to think about any approach is that it may strengthen “vital conditions” or provide “urgent services,” both of which are valuable to support thriving people and communities. A set of program activities may seek to do one or both. Taken together, vital conditions and urgent services compose a well-being portfolio.

What are Vital Conditions?

These are characteristics of places and institutions that all people need all the time to be healthy and well. The vital conditions are related to social determinants or drivers of health, and they are inclusive of health care, multi-sector partnerships and the conditions of communities. They help create a community environment that supports health.

What are Urgent Services?

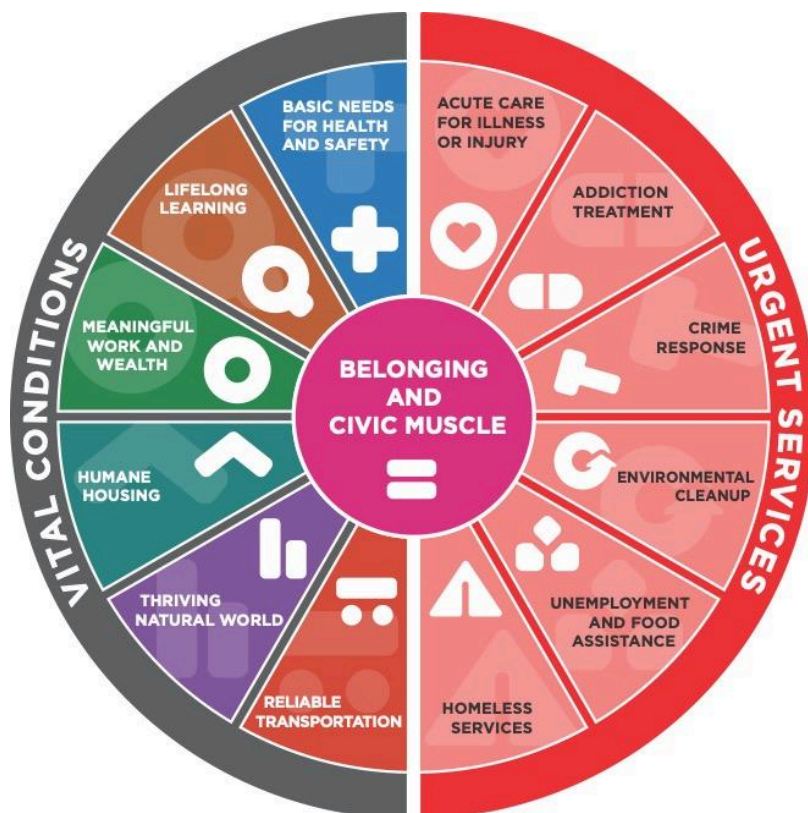
These are services that anyone under adversity may need temporarily to regain or restore health and well-being. Urgent services address the immediate needs of individuals and communities, say, during illness.

What is Belonging and Civic Muscle?

This is a sense of belonging and power to help shape the world. Belonging is feeling part of a community and valued for what you bring. Civic muscle is the power of people in a society to work across differences for a thriving future.

Well-Being Portfolio in this Strategy and Plan

The hospital’s planned strategies and program activities that follow are each identified as aligning with one of the vital conditions or urgent services in this figure.



This helps to identify the range of approaches taken to address community needs, and also acknowledges that the hospital is one community resource and stakeholder among many that are dedicated to and equipped for helping to address these needs and improve health.

Strategies and Program Activities by Health Need

Health Need:	Access to primary health care and dental health care				
Population(s) of Focus:	Vulnerable populations with primary care and dental care needs				
Strategy or Program	Summary Description	Strategic Alignment			
		Strategy 1: Extend care continuum	Strategy 2: Evidence- informed	Strategy 3: Community capacity	Vital Condition (VC) or Urgent Service (US)
Financial Assistance	The hospital provides financial assistance for uninsured/underinsured and low-income residents. Rural health clinics offer sliding fee scale for patients who do not qualify for insurance.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Basic Needs for Health and Safety (VC)
Health Professions Education - Physicians	Established in 1975, this postgraduate physician training program enrolls 18 residents annually, offering comprehensive, hands-on experience. Residents benefit from the diverse patient population and direct practice opportunities inherent to a charity teaching hospital, while also leveraging the modern facilities and robust support of a private community hospital. Ample preceptor guidance and senior resident backup ensure residents can progressively assume significant responsibilities.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Lifelong Learning (VC)
Health Professions Education - Nursing	Provides a clinical setting for nursing students enrolled in education with an outside local college or university for additional training and	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Basic Needs for Health and Safety (VC)

Health Need:	Access to primary health care and dental health care				
	education. This includes, but is not limited to: Undergraduate Nursing, Undergraduate Nursing-Preceptorship, Nursing BSN and Nursing ADN.				
Health Professions Education - Other	Provides a clinical setting for training and internships for students pursuing health professions other than physicians and nurses. This includes, but is not limited to: EMT, Paramedics, Pharmacy, Respiratory Therapy, Physical Therapy, Laboratory Scientist, Radiology Technologist and Surgical Technologist.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Basic Needs for Health and Safety (VC)
Workforce Development	Align efforts with and identify additional community organizations who are leading workforce development efforts to increase access to a diverse and inclusive health care workforce—both in clinical and nonclinical/corporate settings and improve health equity.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Meaningful Work and Health (VC)
Cradle to Career Workforce Development Initiatives	Support community initiatives like Grow a Reader, Kinder College, and STEM Ignite Opportunity, and actively participate in career fairs. The hospital also heavily sponsors College and Career Signing Day, facilitates high school internships, and contributes to other workforce boards through Reach Higher Shasta and Northern Rural Training and Employment Consortium (NoRTEC).	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Meaningful Work and Wealth (VC)
Dental Care	Explore opportunities to partner with Shasta	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Basic Needs for

Health Need:	Access to primary health care and dental health care				
	County Health and Human Services - Public Health Branch to improve access to dental services.				Health and Safety (VC)
Dignity Health Community Health Improvement Grants Program	Conducted annually by the hospital, the Dignity Health Community Health Improvement Grants Program provides financial support to nonprofit community-based organizations that are focused on increasing access to mental/behavioral health and substance use services and working collaboratively to provide a continuum of care to vulnerable individuals, families and children.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Basic Needs for Health and Safety (VC)
Planned Resources:	The hospital will provide registered nurses, social workers, community health educators, philanthropic cash grants, outreach communications, and program management support for these initiatives.				
Planned Collaborators:	The hospital will partner with local medical clinics and local community based organizations to improve access to quality primary care health services.				

Anticipated Impacts (overall long-term goals)	Measure	Data Source
Increase access to care and reduce Social Determinants of Health barriers to accessing care	A decrease in the identification of social needs via the Social Determinants of Health screening	Electronic Health Record
Individuals experience better access to health care through improved health care utilization	Reduction in unnecessary ED visits and hospitalizations	Electronic Health Record

Health Need:	Access to behavioral health, including substance use disorder treatment				
Population(s) of Focus:	Vulnerable populations with behavioral health needs				
Strategy or Program	Summary Description	Strategic Alignment			
		Strategy 1: Extend care continuum	Strategy 2: Evidence- informed	Strategy 3: Community capacity	Vital Condition (VC) or Urgent Service (US)
Substance Use Coalition	The Shasta Substance Use Coalition's purpose is to reduce the harms associated with substance use in Shasta County. This is accomplished by aligning strategies among stakeholders to: reduce harmful substance use and overdose related deaths, increase community awareness and understanding of substance use disorder, promote timely access to evidence-based treatment and enhance access to individual and family recovery support services.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Addiction Treatment (US)
Substance Use Navigation	Funded through grants, the Substance Use Navigation program provides 24/7 high-quality care for individuals with substance use disorder. The program seeks to fully integrate addiction treatment into standard medical practice—increasing access to treatment to save more lives.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Addiction Treatment (US)
Education and Awareness	Provide education and awareness and reduce stigma in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Basic Needs for Health and Safety (VC)
Financial Assistance	The hospital provides financial assistance for	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Basic Needs for

Health Need:	Access to behavioral health, including substance use disorder treatment				
	uninsured/underinsured and low-income residents. Rural health clinics offer sliding fee scale for patients who do not qualify for insurance.				Health and Safety (VC)
Dignity Health Community Health Improvement Grants Program	Conducted annually by the hospital, the Dignity Health Community Health Improvement Grants Program provides financial support to nonprofit community-based organizations that are focused on increasing access to mental/behavioral health and substance use services and working collaboratively to provide a continuum of care to vulnerable individuals, families and children.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Basic Needs for Health and Safety (VC)
Planned Resources:	The hospital will provide nurses, social workers, community health educators, philanthropic cash grants, outreach communications, and program management support for these initiatives.				
Planned Collaborators:	The hospital will continue to partner with the Shasta Family YMCA, United Way of Northern California, Arch Collaborative, Shasta Community Health Center, Shasta County Health & Human Services Agency - Public Health and other local community based organizations.				

Anticipated Impacts (overall long-term goals)	Measure	Data Source
A strengthened continuum of care for behavioral health, including enhanced substance use navigation and a unified, accessible entry point for all individuals seeking support.	Increase in the the percentage of individuals receiving one type of service (e.g., mental health) who are screened for and, if indicated, referred to another relevant service (e.g.,	Electronic Health Record

	substance use disorder treatment, primary care, social services).	
Increased awareness of mental health conditions and access to resources, trainings and treatments	Increase in the total number of individuals participating in educational events geared toward the general public and/or caregivers.	Hospital Community Benefit Data

Health Need:	<ul style="list-style-type: none"> Affordable and supportive housing Basic needs, specifically transportation and food insecurity 				
Population(s) of Focus:	Vulnerable populations with unmet vital condition needs				
Strategy or Program	Summary Description	Strategic Alignment			
		Strategy 1: Extend care continuum	Strategy 2: Evidence- informed	Strategy 3: Community capacity	Vital Condition (VC) or Urgent Service (US)
Transportation Assistance	Address transportation barriers to accessing healthcare services by providing van service, taxi vouchers or bus tokens to patients who need assistance to access care.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Reliable Transportation (VC)
Shasta Micro-Shelter Collaborative	Addresses the community's need for housing and addiction support programming by	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Humane Housing (VC)

Health Need:	<ul style="list-style-type: none"> • Affordable and supportive housing • Basic needs, specifically transportation and food insecurity 				
	providing daily site management staff and weekly substance use counselors at two emergency housing communities.				
Community Engagement	Strengthen trust and relationships with key stakeholders to improve overall well-being by supporting and expanding existing successful projects and activities that support regional wellness.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Basic Needs for Health and Safety (VC)
Medical Respite/Recuperative Care Program	A collaborative partnership with Shasta Community Health Center and Pathways to Housing provide a respite/recuperative care shelter for those at-risk of and experiencing homelessness.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Basic Needs for Health and Safety (VC)
Dignity Health Community Health Improvement Grants Program	Conducted annually by the hospital, the Dignity Health Community Health Improvement Grants Program provides financial support to nonprofit community-based organizations that are focused on increasing access to mental/behavioral health and substance use services and working collaboratively to provide a continuum of care to vulnerable individuals, families and children.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Basic Needs for Health and Safety (VC)
Planned Resources:	The hospital will provide nurses, social workers, community health educators, philanthropic cash grants, outreach communications, and program management support for these initiatives.				
Planned Collaborators:	The hospital will continue to seek out partnerships with local organizations that respond to the health needs of our community. Community-based collaborations continue to be a priority for the hospital and will continue to drive community benefit efforts.				

Anticipated Impacts (overall long-term goals)	Measure	Data Source
Improved coordination and access to basic needs, recuperative and respite services, and medical referrals.	A decrease in the identification of social needs via the Social Determinants of Health screening	Electronic Health Record
Improved health outcomes for those at-risk of and/or experiencing homelessness.	Reduction in unnecessary ED visits and hospitalizations	Electronic Health Record
Reduction of the prevalence of chronic disease in the community.	Reduction in unnecessary ED visits and hospitalizations related to chronic disease	Electronic Health Record

Health Need:	Community belonging and freedom from violence				
Population(s) of Focus:	Vulnerable populations who are at a higher risk of social exclusion, isolation, and loneliness (e.g. older adults, youth, LGBTQ+, racial and ethnic minorities, people with disabilities, people with low socioeconomic status, immigrants and refugees)				
Strategy or Program	Summary Description	Strategic Alignment			
		Strategy 1: Extend care continuum	Strategy 2: Evidence-informed	Strategy 3: Community capacity	Vital Condition (VC) or Urgent Service (US)
Cultural Competency and Humility Training	Provide training opportunities for staff and community organizations that address the specific health needs of the community. This collaboration can improve care coordination and strengthen social connections.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Belonging & Civic Muscle (VC)

Health Need:	Community belonging and freedom from violence				
Community Outreach	Foster an inclusive environment by participating in culturally responsive activities that celebrate diverse populations (e.g., youth summits, pride events, health fairs).	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Belonging & Civic Muscle (VC)
Community Engagement	Strengthen trust and relationships with key populations through targeted outreach, activities, and communication.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Belonging & Civic Muscle (VC)
Mission and Ministry Fund, United Against Violence Grant	Facilitate strategy sessions and the development of a violence prevention/human trafficking coalition in Shasta County. This plan will build upon and align existing work identified during planned activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Basic Needs for Health and Safety (VC)
Sexual Assault Nurse Examiner/ Sexual Assault Response (SANE/SART)	Increased internal capacity to respond needs of survivors to minimize the trauma for sexual assault victims when they seek medical assistance and to reduce repeated questioning of the victim and increase effective collection and preservation of evidence.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Crime Response (US)
Human Trafficking	A Human Trafficking Taskforce made up of multidisciplinary leaders with a victim-centered approach on strategies, interventions and policies.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Crime Response (US)
Dignity Health Community Health Improvement Grants	Conducted annually by the hospital, the Dignity Health Community Health Improvement Grants Program provides	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Basic Needs for Health and Safety (VC)

Health Need:	Community belonging and freedom from violence				
Program	financial support to nonprofit community-based organizations that are focused on increasing access to mental/behavioral health and substance use services and working collaboratively to provide a continuum of care to vulnerable individuals, families and children.				
Planned Resources:	The hospital will provide nurses, social workers, community health educators, philanthropic cash grants, outreach communications, and program management support for these initiatives.				
Planned Collaborators:	Community Based Organizations				

Anticipated Impacts (overall long-term goals)	Measure	Data Source
A reduction in re-traumatization and emotional distress during the medical examination and forensic interview process.	Increased completion rates for forensic exams/interviews	Electronic Health Record
Reduced disparities and enhanced community relations	Qualitative data from focus groups with key populations regarding their experiences of fairness, inclusion, and trust.	2028 Community Health Needs Assessment